

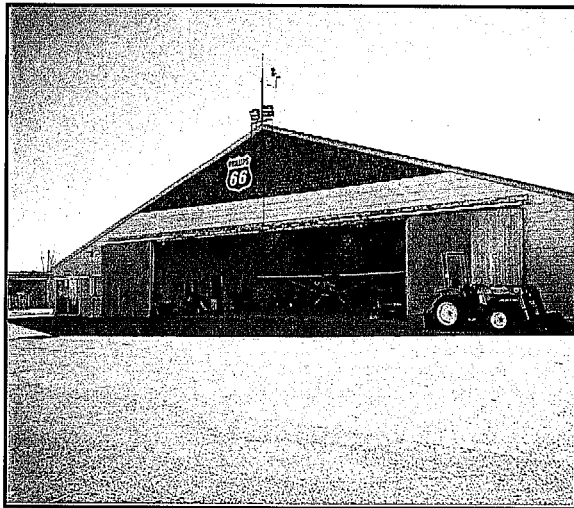


Chapter Six

FINANCIAL PLANS

Chapter Six

FINANCIAL PLAN



The analyses conducted in the previous chapters evaluated airport development needs based upon forecast activity changes and operational efficiency. However, the most important element of the master planning process is the application of basic economic, financial, and management rationale to each development item so that the feasibility of implementation can be assured. Therefore, the purpose of this chapter is to provide a schedule for implementing capital improvements at Holbrook Municipal Airport according to need and function. As a result, this chapter will serve as a guide for the City of Holbrook decision makers by applying dollar amounts and scheduling proposed airport improvements. Financial planning and management measures can then be taken which will ensure the success of the Master Plan.

AIRPORT DEVELOPMENT SCHEDULES AND COST SUMMARIES

Once the specific needs and improvements for the airport have been established, the next step is to determine a realistic schedule and costs for implementing the plan. The airport development schedule presented in this chapter outlines the costs for each recommended project, the timing for implementation, and estimates of Federal and State funding eligibility for each airport improvement project. The local share costs for completing the recommended improvements are also projected. The program outlined on the following pages has been evaluated from a variety of perspectives and represents the culmination of a comparative analysis of basic budget factors, demand, and priority assignments.



Individual project cost estimates were increased by 30 percent to account for engineering and other contingencies that may be experienced during the implementation of the project and are in current (1999) dollars. Due to the conceptual nature of a master plan, implementation of capital improvement projects should occur only after further refinement of their design and costs through engineering and/or architectural analyses. Capital costs in this chapter should be viewed only as estimates subject to further refinement during design. Nevertheless, these estimates are considered sufficient for performing the feasibility analyses in this chapter.

Since forecast demand and operational changes can change, frequently on short

notice, the airport development schedule has been divided into planning horizons, reflecting short term (0-5 years), intermediate term (6-10 years), and long term (11-20 years) goals and needs. Planning horizons are intended to reflect the fact that many future improvements for the airport are demand-based, rather than time-based, and that the actual need to improve facilities will be linked to specific activity levels. The airport development schedule should be viewed as a fluid document which can be modified to reflect actual airport activity needs. **Table 6A** summarizes the key activity milestones for each planning period.

The short-term planning horizon covers items of highest priority as well as items that should be developed as the

TABLE 6A
Planning Horizon Activity Levels

	1998	Short Term	Intermediate Term	Long Term
Based Aircraft Annual Operations	14 5,200	18 6,800	22 11,400	30 14,100

airport approaches the short term activity milestones. Because of their priority, those items in the short term planning horizon are scheduled year-by-year so as to be easily incorporated into City, State, and FAA programming. When short term planning horizon activity levels are reached, it will be time to program for the intermediate term based upon the next level of projected activity. Similarly, when these activity levels are reached, it will be time to program for long term activity levels.

SHORT TERM PLANNING HORIZON

The short term planning horizon outlines the anticipated capital needs of the airport through 2006. A majority of the projects within the short term planning horizon are related to upgrading the runways to meet FAA design requirements. The completion of an environmental assessment, installation of an automated weather observation system (AWOS) system, and the relocation of the segmented

Project Description	Total Cost	Federally Eligible	ADOT Eligible	Local Share
Short Term Planning Horizon				
FY 2000-2001				
1. Complete Environmental Assessment	\$65,000	\$59,189	\$2,906	\$2,906 ✓
2. Install AWOS	80,000	72,848	3,576	3,576 ✓
3. Relocate Segmented Circle/Lighted Windcone from OFA	6,500	5,919	291	291
Subtotal FY 2000-2001	\$151,500	\$137,956	\$6,772	\$6,772
FY 2001-2002				
1. Purchase Property to Construct Runway 11-29 and to Protect RVZ (129 acres)	\$762,500	\$694,333	\$34,084	\$34,084 ✓
2. Design Runway 11-29 and Parallel Taxiway	228,000	207,617	10,192	10,192 ✓
3. Construct Runway 11-29 (4,900'x60')	1,372,000	1,249,343	61,328	61,328 ✓
4. Install Fencing for Protection of Runway 11-29 and RVZ	153,400	139,686	6,857	6,857 ✓
Subtotal FY 2001-2002	\$2,515,900	\$2,290,979	\$112,461	\$112,461
FY 2002-2003				
1. Construct Runway 11-29 Parallel Taxiway	\$530,500	\$483,073	\$23,713	\$23,713 ✓
2. Install MIRL to Runway 11-29	151,800	138,229	6,785	6,785 ✓
3. Install MITL to Runway 11-29 Parallel Taxiway	147,000	133,858	6,571	6,571 ✓
4. Install PAPI to Runways 11 and 29	78,000	71,027	3,487	3,487 ✓
5. Install REILs to Runways 11 and 29	78,000	71,027	3,487	3,487 ✓
Subtotal FY 2002-2003	\$985,300	\$897,214	\$44,043	\$44,043
FY 2003-2004				
1. Purchase Property to Extend Runway 21 1,302 feet Northeast	\$81,900	\$74,578	\$3,661	\$3,661 ✓
2. Design Runway 3-21 Extension (1,302')	88,000	80,133	3,934	3,934 ✓
3. Extend Runway 3-21 and Taxiway A 1,302 Feet Northeast	704,000	641,062	31,469	31,469 ✓
4. Design Runway 3-21 Overlay	79,800	72,666	3,567	3,567 ✓
5. Install Fencing to Protect Runway 21 Extension	11,000	10,017	492	492
Subtotal FY 2003-2004	\$964,700	\$878,456	\$43,122	\$43,122
FY 2004-2005				
1. Overlay Runway 3-21 to Increase Pavement Strength to 60,000 lbs. DWL	\$718,400	\$654,175	\$32,112	\$32,112
2. Install MIRL/MITL to Runway 3-21 Extension	77,000	70,116	3,442	3,442
3. Relocated Runway 3 VASI	39,000	35,513	1,743	1,743
4. Relocate Runway 3 REIL	39,000	35,513	1,743	1,743
Subtotal FY 2004-2005	\$873,400	\$795,318	\$39,041	\$39,041
FY 2005-2006				
1. Relocate Taxiway A 40 Feet East	\$1,192,600	\$1,085,982	\$53,309	\$53,309
2. Construct Public Terminal Building, Parking/Extend Utilities and Roadway	294,100	0	264,690	29,410
Subtotal FY 2005-2006	\$2,360,100	\$1,881,300	\$357,040	\$121,760
Total Short Term Planning Horizon	\$7,850,900	\$6,881,222	\$602,479	\$367,199
Intermediate Term Planning Horizon				
1. Relocate 100LL Fuel Storage Tank	\$32,500	\$0	\$0	\$32,500
2. Install 10,000 Gallon Jet-A Fuel Storage Tank	25,000	0	0	25,000
3. Install Helipad Perimeter Lighting	5,000	4,553	223	224
4. Extend Utilities to Wash Facility/ Corporate Hangar Parcels	23,400	21,308	1,046	1,046
5. Construct Aircraft Wash Facility	65,000	0	58,500	6,500
6. Construct Access Road/Parking - Corporate Hangar Parcels	9,400	0	8,460	940
7. Remove House and Conventional Hangar	51,500	0	46,350	5,150
8. Construct T-Hangar Access Taxilanes	85,000	77,401	3,799	3,800
9. Pavement Preservation/Reconstruction	250,000	227,650	11,175	11,175
Total Intermediate Term Planning Horizon	\$546,800	\$330,912	\$129,554	\$86,334
Long Term Planning Horizon				
1. Expand Apron (14,300 s.y.)	\$650,700	\$592,527	\$29,086	\$29,086
2. Construct T-Hangar Access Taxilanes	85,000	77,401	3,799	3,800
3. Develop Apron and Shower Facilities at Recreational Area	250,000	0	225,000	25,000
4. Remove 3-Unit T-hangar	11,300	0	10,170	1,130
5. Pavement Preservation/Reconstruction	500,000	455,300	22,350	22,350
Total Long Term Planning Horizon	\$1,497,000	\$1,125,228	\$290,406	\$81,366
Total Airport Development	\$9,894,700	\$8,337,363	\$1,022,439	\$534,899

OFA - Object Free Area
RVZ - Runway Visibility Zone
MIRL - Medium Intensity Runway Lighting
MITL - Medium Intensity Taxiway Lighting

DWL - Dual Wheel Loading
VASI - Visual Approach Slope Indicator
PAPI - Precision Approach Path Indicator

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circle and lighted windcone outside the Runway 3-21 object free area (OFA) is programmed for FY 2000. In correspondence received from the Federal Aviation Administration (FAA), it was determined that an environmental assessment must be completed prior to the constructing the crosswind runway. An environmental assessment will also be required for the proposed Runway 3-21 development. A single environmental document could evaluate both proposed developments. The proposed environmental assessment should include the first five years of proposed development. The AWOS is programmed to provide current weather information for pilots. The lack of current weather reporting prevents charter operators from using Holbrook Municipal Airport.

The acquisition of approximately 129 acres of land is programmed to provide for the development of Runway 11-29 and to protect the safety areas and runway visibility zone (RVZ) for the airport. Runway 11-29 is planned to be constructed at 4,900 feet in length, 60 feet wide, and have a load bearing strength capacity of 12,500 pounds single wheel loading (SWL). Precision approach path indicators (PAPIs), runway end identifier lights (REILs) are programmed for each end of Runway 11-29. The proposed acquisition area is also planned to be fenced.

Runway 3-21 is programmed for an overlay to meet the expected demands of heavier aircraft utilizing the airport over the planning period. The present load bearing capacity of 12,000 pounds SWL will be increased to 30,000 pounds SWL and 60,000 pounds DWL. The projects necessary to shift Runway 3-21,

1,200 feet to the northeast are also included in this planning horizon. This includes the acquisition of approximately 13 acres of land north of the Runway 21 end to protect the relocated Runway 21 runway protection zone (RPZ). Additionally, the cost to add 1,302 feet of pavement to the Runway 21 threshold is programmed. This provides for the pavement lost when relocating the Runway 3 threshold.

The development of a new terminal building is programmed for the short term planning horizon. Taxiway A is programmed to be relocated 40 feet east of its existing location to meet FAA design standards for runway/taxiway separation distances.

Short term planning horizon improvements are estimated to cost approximately **\$7.8 million** and are summarized on **Exhibit 6A**.

INTERMEDIATE PLANNING HORIZON IMPROVEMENTS

Programming for the intermediate planning horizon is focused on the development of landside facilities and infrastructure improvements. The relocation of the 100LL fuel storage tank and the installation of a 10,000 gallon fuel storage tank near the terminal building (fuel farm) have also been included in this period. These fueling facilities are recommended to have self-fueling capabilities to provide for after hour refueling and reduced fuel costs.

An aircraft wash/maintenance facility is intended to provide an area for aircraft owner's to complete minor aircraft

maintenance while providing a single sanitary location for the proper disposal of aircraft cleaning fluids and water used during aircraft washing in accordance with environmental regulations. Infrastructure improvements such as automobile parking, roadways, and the extension of utilities to each of these new facilities is also programmed.

The removal of the existing house and large conventional hangar has been programmed to allow for the development of individual corporate hangar parcels along the eastern edge of the apron. The hangars are assumed to be developed privately. Automobile parking, roadway, and utility extensions for this area are to be completed as well. T-hangar access lanes are programmed as the construction of additional T-hangar development takes place. The T-hangars are assumed to be developed privately.

A total of \$250,000 (\$50,000 annually) is included in the intermediate term planning horizon for pavement preservation activities. Pavement preservation activities typically include applying a slurry seal to rejuvenate and protect the pavement surface, crack sealing, and/or small pavement repairs. Total intermediate planning horizon improvements are estimated to cost approximately \$546,800.

LONG TERM PLANNING HORIZON IMPROVEMENTS

Long term planning horizon improvements continue the development of airfield and landside facilities. The

apron area is planned to be expanded to the north to provide for tiedown locations that could be lost when relocating Taxiway A and for additional circulation area due to expected growth in the use of the airport by business turboprop and turbojet activity. Continued construction of T-hangar access lanes are programmed as new T-hangar buildings are constructed over this planning period to meet demand. The removal of an existing 3-Unit T-hangar has been programmed to allow for the development of a large conventional hangar (developed privately). The development of an apron and shower facilities for the recreational area north of the Runway 29 end has been programmed to increase the amenities in this area. A total of \$500,000 (\$50,000 annually) is included in the long term planning horizon for pavement preservation activities. Pavement preservation activities typically include applying a slurry seal to rejuvenate and protect pavement surface, crack sealing, and/or small pavement repairs. Total long range planning horizon improvements are estimated to cost approximately **\$1.5 million**. **Exhibit 6B** graphically depicts airfield development staging. **Exhibit 6C** graphically depicts landside development staging.

AIRPORT DEVELOPMENT AND FUNDING SOURCES

Financing future airport development improvements will not rely exclusively upon the financial resources of the City of Holbrook. Airport improvement funding assistance is available through various grant-in-aid programs at both the federal and state levels. The



LEGEND

- Existing Airport Property Line
- Ultimate Airport Property Line
- Ultimate Runway Visibility Zone (RVZ)
- ▭ Ultimate Runway Protection Zone (RPZ)
- ▨ Pavement to be Removed

SHORT TERM PLANNING HORIZON

FY 2000-2001

- 1 Install AWOS
- 2 Relocate Segmented Circle/Lighted Windcone from OFA

FY 2001-2002

- 1 Purchase Property to Construct Runway 11-29 and to RVZ (129 acres)
- 2 Construct Runway 11-29 (4,900' x 60')
- 3 Install Fencing for Protection of Runway 11-29 RVZ

FY 2002-2003

- 1 Construct Runway 11-29 Parallel Taxiway
- 2 Install MIRL to Runway 11-29
- 3 Install MITL to Runway 11-29 Parallel Taxiway
- 4 Install PAPI to Runways 11 and 29
- 5 Install REILs to Runway 11 and 29

FY 2003-2004

- 1 Purchase Property to Extend Runway 21 1,302 feet Northeast
- 2 Extend Runway 3-21 and Taxiway A 1,302 feet Northeast
- 3 Install Fencing to Protect Runway 21 Extension

FY 2004-2005

- 1 Overlay Runway 3-21 to Increase Pavement Strength to 60,000 lbs. DWL
- 2 Install MIRL/MITL to Runway 3-21 Extension
- 3 Relocated Runway 3 VASI
- 4 Relocated Runway 3 REIL

FY 2005-2006

- 1 Relocate Taxiway A 40 feet East





following discussion outlines the key sources for airport improvement funding and how they can contribute to the successful implementation of this master plan.

FEDERAL AID TO AIRPORTS

The United States Congress has long recognized the need to develop and maintain a system of aviation facilities across the nation for national defense and promotion of interstate commerce. Various grant-in-aid programs to public airports have been established over the years for this purpose. The current federal grant-in-aid program is the Airport Improvement Program (AIP) established in 1982. AIP has been reauthorized several times since 1982, however, the authorized spending levels have varied annually.

The source for AIP funds in the Aviation Trust Fund. The Aviation Trust Fund was established in 1970 to provide for aviation capital investment programs (e.g., facilities and equipment, research and development, and grants for airport development and expansion projects). A majority of the FAA's operations account is financed through the Aviation Trust Fund. The Aviation Trust Fund is funded by federal user fees and taxes on airline tickets, aviation fuel, and various aircraft parts. AIP funds are distributed each year by the FAA under authorization from the United States Congress. A portion of the each year's authorized level of AIP funding is distributed to all eligible commercial service airports through an entitlement program that guarantees a minimum level of federal assistance each year. These dollars are calculated

based upon enplanement and cargo service levels.

The remaining AIP funds are distributed by the FAA to airports based upon the priority of the project for which they have requested federal assistance. A National Priority Ranking System is used to evaluate and rank each airport project. Those projects with the highest priority are given preference in funding.

Each airport project for Holbrook Municipal Airport must follow this procedure and compete with other airport projects in the State for AIP State Apportionment dollars and across the country for other Federal AIP funds. An important point to consider is that, unlike entitlement dollars for commercial service airports, funding for Holbrook Municipal Airport is not guaranteed.

In Arizona, airport development projects that meet FAA's eligibility requirements receive 91.06 percent funding from AIP. Eligible projects include any public use facilities such as airfield and apron improvements. Revenue generating improvements such as fuel facilities and hangars are generally not eligible for AIP funding. FAA has historically not funded these types of facilities, but currently are under review by the agency for consideration as an eligible airport improvement in the future.

FAA FACILITIES AND EQUIPMENT PROGRAM

The Airway Facilities Division of the FAA administers the national Facilities

and Equipment (F&E) Program. This annual program provides funding for the installation and maintenance of various navigational aids and equipment for the national airspace system and airports. Under the F&E program, funding is provided for FAA air traffic control towers, enroute navigational aids such as VORs, and on-airport navigational aids such as PAPIs, and approach lighting systems. As activity levels and other development warrant, the airport may be considered by the FAA Airways Facilities Division for the installation and maintenance of navigational aids through the F&E program. Recommended improvements in this Master Plan which may be eligible for funding through the F&E program include the PAPIs and REILs to Runway 11 and 29. Should the Airway Facilities Division of the FAA install these navigational aids at the airport, they would be operated and maintained by the FAA at no expense to the airport.

STATE AID TO AIRPORTS

In support of the state airport system, the State of Arizona also participates in airport improvement projects. The source for State airport improvement funds is the Arizona Aviation Fund. Taxes levied by the State on aviation fuel, flight property, aircraft registration tax, and registration fees, (as well as interest on these funds) are deposited in the Arizona Aviation Fund. The transportation Board establishes the policies for distribution of these State funds.

Under the State of Arizona grant program, an airport can receive funding

for one-half (4.47 percent) of the local share of projects receiving federal AIP funding. The State also provides 90 percent funding for projects, such as pavement maintenance, which are not eligible for federal AIP funding.

State Airport Loan Program

The Arizona Department of Transportation-Aeronautics Division (ADOT) Airport Loan Program was established to enhance the utilization of State funds and provide a flexible funding mechanism to assist airports in funding improvement projects. Eligible projects include runway, taxiway, and apron improvements; land acquisition, planning studies, and the preparation of plans and specifications for airport construction projects, as well as revenue generating improvements such as hangars and fuel storage facilities. Projects which are not currently eligible for the State Airport Loan Program are considered if the project would enhance the airport's ability to be financially self-sufficient.

There are three ways in which the loan funds can be used: Grant Advance, Matching Funds, or Revenue Generating Projects. The Grant Advance loan funds are provided when the airport can demonstrate the ability to accelerate the development and construction of a multi-phase project. The project(s) must be compatible with the Airport Master Plan and be included in the ADOT 5-year Airport Development Program. The Matching Funds are provided to meet the local matching fund requirement for securing federal airport improvement grants or other federal or state grants. The

Revenue Generating funds are provided for airport-related construction projects that are not eligible for funding under another program.

LOCAL FUNDING

The balance of project costs, after consideration has been given to grants, must be funded through local resources. There are several alternatives for local finance options for future development at the airport, including airport revenues, direct funding from the City, bonds, and leasehold financing.

The revenues gathered through the monthly rental fees from Triple A Aviation and T-hangars are presently not sufficient to cover operating costs or the costs of capital improvements at the airport. Therefore, financing capital improvements is expected to require general City funds. While it is desirable for the airport to directly pay for itself, the indirect and intangible benefits of the airport to the community's economy and growth must be considered in implementing future capital improvements.

To ensure that the airport maximizes revenue potential in the future the City of Holbrook should also periodically review aviation services rates and charges (i.e., fuel prices, hangar and tiedown rental) at other regional airports to ensure that rates and charges at the airport are competitive and similar to aviation services at other airports. Additionally, all new leases at the airport should have inflation clauses allowing for periodic rate increases in-line with inflationary factors. Implementing the

improvements and plans identified in this Master Plan could increase airport operations, revenues, and contribute to the operation and development of the airport. As mentioned previously, leasing the 48 acres of airport property identified for commercial/industrial development could provide over \$104,000 in annual revenue for the airport.

There are several municipal bonding options available to the City of Holbrook including: general obligation bonds, limited obligation bonds, and revenue bonds. General obligation bonds are a common form of municipal bond which is issued by voter approval and is secured by the full faith and credit of the City of Holbrook. City tax revenues are pledged to retire the debt. As instruments of credit, and because the community secures the bonds, general obligation bonds reduce the available debt level of the community. Due to the community pledge to secure and pay general obligation bonds, they are the most secure type of municipal bond and are generally issued at lower interest rates and carry lower costs of issuance. The primary disadvantage of general obligation bonds are that they require voter approval and subject to statutory debt limits. This requires that they be used for projects that have broad support among the voters, and they be reserved for projects that have the highest public priorities.

In contrast to general obligation bonds, limited obligation bonds (sometimes referred to as a Self Liquidating Bonds) are secured by revenues from a local source. While neither general fund revenues nor the taxing power of the local community is pledged to pay the

debt service, these sources may be required to retire the debt if pledged revenues are insufficient to make interest and principal payments on the bonds. These bonds still carry the full faith and credit pledge of the local community and therefore are considered, for the purpose of financial analysis, as part of the debt burden of the local community. The overall debt burden of the local community is a factor in determining interest rates on municipal bonds.

There are several types of revenue bonds, but in general they are a form of municipal bond which is payable solely from the revenue derived from the operation of a facility that was constructed or acquired with the proceeds of the bonds. For example, a Lease Revenue Bond is secured with the income from lease assigned to the repayment of the bonds. Revenue bonds have become a common form of financing airport improvements. Revenue bonds present the opportunity to provide those improvements without direct burden to the taxpayer. Revenue bonds normally carry a higher interest rate, lacking the guarantees of general and limited obligation bonds. This form of financing could be used to develop the large conventional hangars proposed in this master plan, which are presently not eligible for grant funding.

Leasehold financing refers to a developer or tenant financing improvements under a long-term ground lease. The obvious advantage of such an arrangement is that it relieves the community of all responsibility for raising the capital funds for improvements. However, the private development of facilities on a ground

lease, particularly on property owned by a municipal agency, produces a unique set of problems. In particular, it is more difficult to obtain private financing as only the improvements and the right to continue the lease can be claimed in the event of a default. Ground leases normally provide for the reversion of improvements to the lessor at the end of the lease term, which reduces their potential value to a lender taking possession. Also, companies that want to own their property as a matter of financial policy may not locate where land is only available for lease. The City of Holbrook has successfully used this financing method in the past. The existing T-hangars were developed under a long term lease arrangement.

FINANCING INFRASTRUCTURE IMPROVEMENTS

Financing future infrastructure improvements for the commercial/industrial lease parcels may involve one of the municipal financing methods described previously as some of the infrastructure costs may not be eligible for FAA or ADOT grant assistance. It may be difficult to gain voter approval for general obligation bonds for this project as it is limited in scope and does not provide a direct public benefit such as roadway improvements or parks. Revenue bonds could be used as ground lease revenues could be pledged to retire the debt service. The following provides a discussion of the options to improve individual lease sites.

The City has the option of developing future industrial/commercial sites for lease to individual tenants, or of entering into a master ground lease

with a private developer who would perform the necessary development and offer both sites and buildings to tenants. Master ground leases offer a substantial financial advantage to a private developer as there are not up-front acquisition costs and lease payments are full deductible for tax purposes whereas owned land cannot be depreciated. This option could be structured as a straight ground lease or as a joint venture.

Under a straight ground lease to a developer, the City would not be involved in the construction, financing, sale, or lease of buildings for tenants. However, there may be circumstances where the City will want to participate in the construction of facilities, either as part of a joint venture or to provide inducements to attract certain tenants. The simplest way to do this is to underwrite the construction and financing of those facilities, keeping them in City ownership and leasing them to tenants.

As a joint venture partner, the City would provide funds for construction and permanent financing. A joint venture could be structured so that the various benefits would be available for each partner according to their highest use; for example: tax benefits such as depreciation would go to the private developer while cash income would go to the City. This could be used successfully to fund individual buildings for specific tenants, where lower rents could be charged in exchange for partial ownership, producing income from both rents and interest payments.

These financing techniques offer marketing inducements, as they assume

the City can obtain lower-cost funds than are available in the private market. These lower costs can then be passed through to the development process to reduce lower rental rates. To avoid the appearance of unfairly competing with the private sector, it will be important to establish comparable market rental rates.

AIRPORT ADVISORY COMMITTEE

Presently, the airport is not served by an airport advisory committee. Many communities have implemented airport advisory committees to provide recommendations to the City Council in the operation and development of the airport.

The following summarizes the purpose of an airport planning committee and their typical responsibilities.

The purpose of an airport advisory committee is to provide recommendations on matters concerning the long range planning, land use, and improvements to the airport and to also recommend policies for the operation of the airport. This more specifically includes:

- advising the City Council in the maintenance and revision of the Airport Master Plan, and
- establishing goals and objectives for the operation of the airport, and reviewing and recommending actions concerning safety and airport rules.

An airport advisory committee provides the following advantages:

- Promotes public interest in airport planning and encourage citizen participation with the airport.
- Engages in a program of acquainting the public with the operation and orderly development of the airport.

The formation of an airport advisory board usually consists of five-to-seven members drawn from a broad cross-section of the community, whom are interested in the development of aviation in the city and surrounding area. Normally these positions are appointed by the City Council. The airport advisory committee establishes bylaws to govern its affairs. The bylaws typically include the following:

- Officers of the airport advisory commission, the time and manner of their election, the term of office and the powers and duties of each officer.
- The time, place and manner of notice of all regular and special meetings.
- The manner of adoption, amendment and repeal of airport advisory commission bylaws.

SURPLUS PROPERTY PROGRAM

The Federal Surplus Property Program was established to aid public airports in

obtaining surplus Federal property for the development, improvement, operation, and/or maintenance of an airport. The Federal Property and Administrative Services Act of 1949, as amended, provides the legislative authority for the transfer of surplus Federal property for public airport purposes. Through this act, public airports can obtain any property deemed surplus by a Federal agency without cost (except for transportation, packing, shipping, etc.).

This can be very beneficial to an airport since almost any type of property can be acquired for use at the airport, at little to no cost to the airport. This can include consumable items such as paint, wood, screws or nails. It also can include mowers, airport rescue and firefighting equipment, trucks, snow plows, hangars or navigational aids. In fact, almost any type of property is eligible for transfer to the airport. The only condition is the approval of the FAA prior to transfer. Airports are accountable for the property for one year from the date of transfer.

Procedures for acquiring surplus Federal property are outlined in FAA Advisory Circular 150/5150-2B, *Federal Surplus Personal Property for Public Airport Purposes*. All public airports are eligible. To participate in the program, the City of Holbrook would need to designate a screener. The screener would need to obtain an official screener's identification card.

The City of Holbrook should consider participating in this program to benefit the operation of the Holbrook Municipal Airport.

SUMMARY

The best means of beginning the implementation of recommendations of this Master Plan is to first recognize that planning is a continuous process that does not end with completion of the master plan. Rather, the ability to continuously monitor the existing and forecast status of airport activity must be provided and maintained. The basic issues upon which this Master Plan is based will remain valid for several years. As such, the primary goal is for the airport to evolve into a facility that will best serve the air transportation needs of the region and to evolve into a self-supporting economic generator for the City of Holbrook.

In this Master Plan, focusing on the timing of airport improvements was necessary. However, the actual need for facilities is more appropriately established by airport activity levels rather than a specified date. For example, projections have been made as to when additional hangars would be needed to accommodate based aircraft growth. However, in reality, the time frame in which additional facilities are needed may be substantially different. Actual demand may be slow in reaching forecast activity levels. On the other hand, increased based aircraft totals may establish the need for new facilities much sooner. Although every effort has been made in this master planning process to conservatively estimate when facility development may be needed,

aviation demand will dictate when facility improvements need to be accelerated or delayed.

The real value of a usable master plan is that it keeps the issues and objectives in the mind of the user so that he or she is better able to recognize change and its effect. In addition to adjustments in aviation demand, decisions made as to when to undertake recommended improvements in this Master Plan will impact the period that the plan remains valid.

The format used in this plan is intended to reduce the need for costly updates. Updating can be done by the user, improving the plan's effectiveness. This can be done through the development of airport advisory committee that will assist in the oversight and operation of the airport, and provide recommendations for planned future development as proposed in this Master Plan.

In summary, the planning process requires the City of Holbrook to consistently monitor the progress of the airport in terms of total aircraft operations, total based aircraft, and overall aviation activity. Analysis of aircraft demand is critical to the exact timing and need for new airport facilities. The information obtained from continually monitoring airport activity will provide the data necessary to determine if the development schedule should be accelerated or delayed.